



Town Gown Report 2005

**Presented to
The City of Cambridge**

December 22, 2005

Table of Contents

2005 Town Gown Report

Maps

Real Estate Owned in the City of Cambridge

(See South (Oxford) Campus and Porter Campus Opportunity Areas and Predominant Use Maps)

Map of Real Estate Leased

(See Porter Campus Predominant Use Map)

Map of Development Projects

(See Planned Projects Through 2008)

Map of Sub Areas / Precincts

(See Opportunity Area Maps)

Attachments

List of Taxable / Non Taxable Properties

Lease Report – City of Cambridge Properties

Lesley Parking and Transportation Demand Management Plan

2005 Annual Town Gown Report

Institution Name: Lesley University

Report for Time Period (e. g., Spring '05 semester or 2004-2005 term): 2005-2006

Date Submitted: _____

I. EXISTING CONDITIONS

Please provide the following information about the current conditions and population at your Cambridge campus. Add clarifying comments as needed.

A. FACULTY & STAFF

<i>Cambridge-based Staff</i>	2002	2003	2004	2005	2015 (projected)
Head Count:	<u>414</u>	<u>418</u>	<u>426</u>	<u>412</u>	<u>500</u>
FTEs ¹ (if available):	<u>395.6</u>	<u>397</u>	<u>403</u>	<u>386.4</u>	<u>460</u>
<i>Cambridge-based Faculty</i>					
Head Count:	<u>149</u>	<u>148</u>	<u>141</u>	<u>142</u>	<u>180</u>
FTEs ¹ (if available):	<u>131.9</u>	<u>135</u>	<u>130</u>	<u>129.7</u>	<u>175</u>
Number of Cambridge Residents Employed at Cambridge Facilities:	<u>85</u>	<u>81</u>	<u>91</u>	<u>90</u>	<u>100</u>

¹ "FTE" refers to Full Time Equivalent employees, which treats part-time workers as a fraction of a full time position based on the number of hours worked per week.

B. STUDENT BODY² 2002 2003 2004 2005 2015 (projected)

Please provide the following statistics about your Cambridge-based student body:

Total Undergraduate Students:	<u>1431</u>	<u>1012</u>	<u>1416</u>	<u>1702</u>	<u>2149</u>
Day:	<u> </u>	<u>519</u>	<u>1180</u>	<u>1200(1)</u>	
Evening:	<u> </u>	<u>493</u>	<u>236</u>	<u>502(2)</u>	
Full Time:	<u>958</u>	<u>563</u>	<u>1099</u>	<u>1138</u>	
Part Time:	<u>473</u>	<u>449</u>	<u>317</u>	<u>564 (3)</u>	
Total Graduate Students:	<u>1485</u>	<u>1505</u>	<u>2298</u>	<u>2353 (4)</u>	<u>2588</u>
Day:	<u> </u>	<u>0</u>	<u>0</u>	<u>0</u>	
Evening:	<u> </u>	<u>1505</u>	<u>2298</u>	<u>2353</u>	
Full Time:	<u>288</u>	<u>226</u>	<u>640</u>	<u>868</u>	
Part Time:	<u>1197</u>	<u>1279</u>	<u>1628</u>	<u>1485</u>	
Non-Degree Students:	<u>860</u>	<u>975</u>	<u>976</u>	<u>1085</u>	<u>1194</u>
Day:	<u> </u>	<u>975</u>	<u>577</u>	<u>515 (5)</u>	
Evening:	<u> </u>	<u>0</u>	<u>399</u>	<u>570</u>	
Total Students Attending Classes in Cambridge (inclusive of all categories below)	<u>3776</u>	<u>3492</u>	<u>4690</u>	<u>5140</u>	<u>5931</u>

(1) This number includes Lesley College, the Art Institute of Boston and the former Adult Baccalaureate College – which this year was merged with Lesley College. Included is a total of 611 students from the Art Institute of Boston (114 of which are part time but all day students), who collectively take only a small portion of their study load at the Cambridge Campus.

(2) The Adult Baccalaureate Division of Lesley College (formerly the Adult Baccalaureate College) experienced a significant growth in enrollment this year.

(3) Part-time enrollment figure includes 114 AIB students – only a few of which take any classes in Cambridge at present. Our records database is unable to separate which are attending classes in Boston or Cambridge. Further, future plans for relocation of AIB dictates that we disclose this number for evaluation of future space needs.

(4) Includes Summer School Students and any student taking a graduate class regardless of whether they have been accepted onto a degree program.

(5) Includes 59 Threshold Students and 456 students in Centers and Institutes intensive courses (5 day model).

² Include all non-degree students enrolled in day or evening classes, such as persons taking Harvard Extension classes.

C. STUDENT RESIDENCES 2002 2003 2004 2005 2015 (projected)

Number of Undergraduate Students residing in Cambridge:

In dormitories:	<u>445</u>	<u>450</u>	<u>545</u>	<u>610</u>	<u>990</u>
Number with cars garaged in Cambridge:	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
In off campus affiliate housing ³ :	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
In off campus non-affiliate housing:	<u>68</u>	<u>64</u>	<u>47</u>	<u>59</u>	<u>70</u>

Number of Graduate Students residing in Cambridge:

In dormitories:	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Number with cars garaged in Cambridge:	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
In off campus affiliate housing ⁴ :	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
In off campus non-affiliate housing:	<u>137</u>	<u>178</u>	<u>211</u>	<u>183</u>	<u>263</u>

³ For the purpose of this report, affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. *Affiliate housing does not include either dormitories or housing available for rent to persons who are not affiliated with the institution.*

⁴ For the purpose of this report, affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. *Affiliate housing does not include either dormitories or housing available for rent to persons who are not affiliated with the institution.*

D. FACILITIES & LAND OWNED

The following facilities and land information should be provided for the campus as a whole as well as for sub-areas/precincts of the campus. For example:

- *Harvard University for the North Campus, Law School, Radcliffe Quad, Harvard Yard, etc.*
- *MIT for the East Campus, West Campus, Sloan School, etc.*
- *Lesley University for the Main Campus and Porter Square Campus*

Acres:	2002	2003	2004	2005	2015 (projected)
Tax Exempt	<u>NA</u>	<u>N/A</u>	<u>7.59</u>	<u>7.59</u>	<u>8.30 (1)</u>
Taxable	<u>N/A</u>	<u>N/A</u>	<u>3.94</u>	<u>4.63</u>	<u>4.63</u>
Number of Buildings (Academic):	<u>32</u>	<u>32</u>	<u>32</u>	<u>32</u>	<u>37 (2)</u>
Dormitories:					
Number of Buildings:	<u>12</u>	<u>12</u>	<u>12</u>	<u>13</u>	<u>17 (3)</u>
Number of Beds:	<u>462</u>	<u>462</u>	<u>548</u>	<u>618</u>	<u>990</u>
Size of Buildings (gross floor area):	<u>619,847</u>	<u>617,847</u>	<u>582,047</u>	<u>662,150</u>	<u>916,007</u>
Institutional/Academic	<u>427,007</u>	<u>427,007</u>	<u>276,593</u>	<u>300,592</u>	<u>348,592 (4)</u>
Student Activities/Athletic	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Dormitory/Nontaxable Residential	<u>0</u>	<u>0</u>	<u>110,414</u>	<u>118,411</u>	<u>307,570 (3)</u>
Commercial	<u>156,784</u>	<u>156,784</u>	<u>157,984</u>	<u>166,984</u>	<u>183,682 (1)</u>
Taxable Residential	<u>36,056</u>	<u>36,056</u>	<u>37,056</u>	<u>76,163</u>	<u>76,163</u>

This section refers to parking spaces maintained in Cambridge only. Provide figures for the Campus as a whole and for each sub-area/precinct. Attach additional information as necessary.

Parking Facilities	Campus	Sub-Area 1	Sub-Area 2
Sub-Area Name		<u>Oxford</u>	<u>Porter</u>
Number of parking spaces maintained for students (include resident and commuter parking):	<u>23</u>	<u>23</u>	<u>0</u>
Number of parking spaces maintained for faculty, staff and visitors:	<u>295</u>	<u>239</u>	<u>56</u>

(1) 10% increase.

(2) 4 potential dorms and 1 potential academic building on the Cambridge portion of the Porter Air Rights

(3) 4 Potential dorms

(4) Includes square footage of potential building on the Cambridge portion of the Porter Air Rights

Housing (*Do not include any information about dormitories in this table.*)

2005 Annual Town Gown Report

2002	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	2	0	0	40
Number of Buildings:	2	0	0	7

2003	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	2	0	0	40
Number of Buildings:	2	0	0	7

2004	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	2	0	0	40
Number of Buildings:	2	0	0	7

2005	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	2	0	0	81
Number of Buildings:	2	0	0	10

2015 Projected	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:				81
Number of Buildings:				10

Property Transfers:

Please list Cambridge properties purchased since filing your previous Town Gown Report:

37-41 Wendell Street, a 33 Unit Apartment Building (Gifted to the University)

79-81 Oxford Street, a 6 unit house_ (Gifted to the University)

19 Mellen Street, a 2 unit townhouse

Please list Cambridge properties sold since filing your previous Town Gown Report:

None

Please describe any planned dispositions or acquisitions:

As of this writing, we are continuing to negotiate an 85 year lease of the Air Rights over Porter MBTA Commuter Rail along Somerville Avenue.

We are in discussions to purchase the North Prospect Church, 1803 Massachusetts Avenue. This is a very recent development that arose during the drafting of this document. Our interest in the property stems from its being immediately adjacent to the Porter Exchange building. If a purchase is executed, we understand and welcome the need for significant community input on its use, any potential internal changes to the building and the use of its adjacent lot. Additionally, we expect to go through all required and normal City of Cambridge processes regarding zoning and code compliance in the development of any building project. If and when a purchase is made, the property will become fully integrated into our long-term planning process, but as yet there are no concrete plans.

E. REAL ESTATE LEASED

Please attach to the report a table listing of all real estate leased by your educational institution within the City of Cambridge. Include the following for each lease:

- street address
- approximate area of property leased (e. g., 20,000 SF, two floors, entire building, etc.)
- use (e. g., institutional/academic, student activities/athletic, housing, etc.)

If your institution does not lease any real estate within the City of Cambridge, you may omit this section.

Please see attached Leased Properties Report.

F. PAYMENTS TO CITY OF CAMBRIDGE: ⁵

	FY 01	FY 02	FY 03	FY 04	FY 05
Real Estate Taxes Paid	\$385,086.54	\$488,146.51	\$494,264.24	\$528,264.24	\$623,020.00
Payment in Lieu of Taxes (PILOT)	\$N/A	\$N/A	\$N/A	\$N/A	\$N/A
Water & Sewer Fees Paid	\$193,438.10	\$223,661.52	\$254,945.80	\$235,471.06	\$274,406.00
Other Fees & Permits Paid	\$7,577.80	\$16,089.80	\$15,372.20	\$20,038.60	\$26,828.00

⁵ Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY 02 for the City of Cambridge includes the period from July 1, 2001 through June 30, 2002.

II. FUTURE PLANS NARRATIVE

On page 12 of the 1991 Report of the Mayor's Committee on University-Community Relationships, the members of the Town-Gown Committee agreed that "Universities should offer statements of their future needs to the city and plans responding to those needs. These plans should include specific statements about known development projects and their status; forecasts of faculty, staff or student population growth; and identified needs that do yet have solutions . . . These plans should address known concerns of the community, such as parking and/or tax base erosion."

Describe your institution's current and future physical plans:

- Employ a planning horizon of ten years;

Lesley University, for the past two and one half years has been developing a comprehensive long term Campus Plan that will support the University's vision and goals. As outlined in last year's Town/Gown report, and in presentations to neighborhood groups and other stake holders, we outlined numerous variables in process which extended the planning process. The planning horizon for the Campus Plan is phased: Phase 1- FY 2005-2009, Phase 2 – FY 2010-2014 and Phase 3 – FY 2015 and beyond.

- How do you see your campus evolving to address your institution's strategic goals and objectives;

"Preparing for Lesley's Second Century" is a vision document that sets forth seven themes of excellence and associated goals to be pursued by the University as it nears its centennial anniversary. The broad themes promoted in this vision document are the following:

- 1. Ensure that Lesley's mission and values permeate our programs and shape our community: educating, engaging, and empowering our students to work to create a more just and humane world.**
- 2. Elevate Lesley University's standing and visibility as a national teaching and learning university.**
- 3. Enhance Lesley's position as the quality leader in teacher education nationally.**
- 4. Enhance existing and develop new areas of academic distinction.**
- 5. Create a distinctive undergraduate experience that combines the best of Lesley's academic traditions, curricular strengths, and entrepreneurial approaches.**
- 6. Provide the facilities, resources, and environment needed to support excellence.**
- 7. Support, sustain, and enhance faculty/staff excellence and diversity.**

The Centennial Campus Plan will focus on improved and increased academic and student life, and athletics to support our goals. A key component of this plan is to

work toward projects, whenever possible, simultaneously fulfill our educational needs and fit or even enhance the character and culture of our immediate neighborhoods.

We look forward to a continued open and cooperative working relationship with our residential and municipal neighbors in both Cambridge and Somerville to develop each parcel of land in a way that meets our educational needs and goals and enhances the character of the neighborhood.

- Describe the goals and needs that you address through your plans

In support of the themes that are framed in the University Vision, several broad goals have emerged that have been guiding the development of the Centennial Campus Plan:

- 1. Enhanced academic programs**
- 2. Lesley will remain Cambridge based**
- 3. The residential colleges (Lesley College and the Art Institute of Boston) will be co-located in Cambridge**
- 4. There will be a high quality of student life**
- 5. There will be an exciting campus environment**
- 6. The urban character of the school and neighborhood will be leveraged**

Additionally, the residential Undergraduate Program continues to transform:

- 1. Lesley College has become Co-educational, this year admitting it's first co-ed class of first-year students (all other schools at the University have always been co-ed)**
- 2. Academic programs are being changed and enhanced**
- 3. Enrollment growth over the next 10 years will be an increase to a maximum of 990 residential students. This does not include the Adult Learning Division of Lesley College (formerly the Adult Baccalaureate College), which typically enrolls roughly 250 students per semester.**
- 4. On campus housing will be increased by an additional 440 beds over the next several years**
- 5. Facilities for athletics are now being provided through a long term lease with Buckingham Brown and Nichols.**

The Centennial Campus Plan to support the growth and change of the University will be flexible and will have a phased implementation.

- Identify and describe plans for future development of the sub-areas/precincts of your campus, being certain to address the institution specific information requests and questions found in Section VI (coordinate with Map 4 in Section IV);

Planning Background

Lesley has been located in Cambridge since its founding in 1909. The university's campus planning anticipates that Lesley's primary campus will continue to be in

Cambridge. Lesley University provides undergraduate and graduate degree programs through four schools, as well as continuing education programs for non-matriculated students (i.e. Lesley Seminars). Three of the four schools provide programs for adult students who predominantly take courses on a part-time basis: the School of Education, the Graduate School of Arts and Social Sciences, and an Adult Learning Division (now merged with Lesley College) that predominately take courses in the evenings. Lesley College and the Art Institute of Boston (AIB) -- primarily serve traditional age undergraduate students, many of whom reside in university-provided housing.

In addition to its campus-based degree programs in Cambridge and Boston, Lesley serves more than 7,000 adult students who take their classes at more than 250 off-campus sites located in 23 states. Lesley forecasts significant growth in these off-campus degree programs. However, that growth is expected to result in minimal increases in on-campus support personnel and new space requirements in Cambridge.

Planning assumptions for Lesley's two residential schools -- Lesley College and AIB -- are largely tied to recently completed study of the future of the undergraduate programs. In the planning document, three issues that were addressed will have implications for campus planning are the transformation this year of Lesley College to a co-educational experience (as Lesley's other three schools currently are), increasing Lesley University's traditional aged undergraduate population from the current 1000 to 1600 and the decision to co-locate AIB to the Porter Campus in Cambridge.

The Centennial Campus Plan

The Centennial Campus Plan envisions Lesley University developing two living and learning precincts. The southern precinct, the historic nexus of Lesley's campus in the Agassiz Neighborhood (Oxford Campus), would be devoted essentially, but not exclusively to the traditional undergraduate program. The northern precinct, centered on the porter square property in the Porter Square Neighborhood (Porter Campus), would feature the arts; again essentially, not exclusively. The two precincts would be linked by Massachusetts Avenue and Oxford Street, which are streets rich and vibrant with a mix of residential, commercial and institutional uses. The distance between the two precincts is a ten minute walk.

Currently, all residential housing for the University is on the Oxford Campus and in a dormitory, Lawrence Hall, on the campus of the Episcopal Divinity School on Brattle Street, for which we have a three-year lease (through 2008). The current Plan allows for flexibility in location of residential dormitories in support of the planned growth of the University residential community.

Campus Planning Process Overview

The process for developing the current Centennial Campus Plan, which has been ongoing for the past two and one half years, has included the participation of faculty, staff and students on campus through Lesley Community Open Forums. A Campus

Plan Committee, composed of representatives from each major constituency, has been formed to review, debate, and make recommendations on the Plan. A world renowned campus planning consultant, Dober, Lidsky, Craig and Associates, has been providing direction in the development of the Plan and conducting research and analysis to determine the existing conditions, financial impacts, growth dynamics, needs and future desires of the University Community. A series of alternatives will be tested with a final set of recommendations to be put forth to the Campus Planning Committee, University Senior Management and the Board of Trustees for discussion. The Plan will be structured in a phased approach over the next 3, 5, 10 and 15 year periods to be appropriate to the University's growth, needs and financial capability.

Over the past two plus year, activities have included individual meetings with University Leadership, open forums with the Lesley Community (faculty, staff and students), presentations to the both the Porter Square and Agassiz neighborhood groups, and the City of Cambridge to lay out basic direction of the planning process and gather feedback on the plan. The Committee is incorporating the response of the community into the final Centennial Campus Plan document, which will also include detailed budgets, timelines and drawings illustrating all potential developments.

The President, Senior Management and the Board of Trustees will review the final Centennial Campus Plan document. Together, they will decide which recommendations to accept and authorize the initiation and financing of the selected Campus Plan initiatives. Approvals and variances required from the City of Cambridge for the individual development projects will then be pursued in a public process on a timeline to be put forth in the final Campus Plan document. The formal document is currently scheduled to be presented to the University Board of Trustees at the March, 2005 Trustee Meeting.

A major activity for the first quarter of 2006 is to present the Centennial Campus Plan key elements to the Lesley Community, the Agassiz Neighborhood Council, the Porter Square Neighbors Association and the City of Cambridge for review and feedback prior to finalizing the plan for presentation to the University Trustees. Lesley is committed to open communication with our own community, the neighborhood communities and the City and we intend to continue to be a constructive force within the communities in which we operate.

In discussions with both neighborhood groups, we have suggested, with a favorable response, that the Porter Square Neighbors Association be our primary point of contact for future discussions with neighbors on Air Rights development as: the group's membership represents both Cambridge and Somerville as the parcel does; they have excellent ongoing communications and share interests with Agassiz and Neighborhood Nine, also stakeholders; there are specific and related interests most relevant for PSNA in Lesley's assuming maintenance responsibilities for the Porter Square Red Line station. Although focusing communication with neighbors through PSNA, we will continue to regularly attend Agassiz Neighborhood Council.

Identify future development sites on your campus (coordinate with Map 4 in Section IV).

Porter Campus

Relocation of AIB

The Art Institute of Boston became part of Lesley University in 1998. All of AIB's academic and administrative functions are housed in approximately 56,680 net useable square feet in two buildings in Boston's Kenmore Square. Lesley owns the main AIB building and leases a second building. For academic and operational reasons, the decision was made some time ago to relocate AIB to Cambridge, to be in closer proximity to the rest of Lesley. Residential students of AIB are already housed in Cambridge.

As Stated above, most of Lesley's initial planning has focused on relocating AIB to the Porter Square area, which envisions an arts centered precinct. AIB would be housed within a combination of existing and newly created facilities in and around Porter Square. Potential sites for AIB classrooms, studios and/or residence halls include:

- The second and third floor of the Porter Exchange building (55,000 gross sq. ft. which has been vacated by the Smithsonian Astrophysics Observatory, December, 2005)
- The Lesley-owned lots on Massachusetts Avenue opposite Porter exchange
- The parking lot behind Porter Exchange;
- The MBTA air rights parcel behind Porter Exchange;
- North Prospect Church

In this scenario, AIB would become the anchor of a cluster of art-related programs and activities, to also include other Lesley arts programs (Creative Arts in Learning Master's Program, Expressive Therapies Master's and Ph.D. Programs, Art Education Master's and Teacher Licensure Program, Lesley Seminars, etc.). Key elements of an AIB focused Porter Campus would be at least one public exhibition gallery, art related retail, and other retail-oriented programs that would benefit the community at large. We have already opened a gallery on the first floor of Porter Exchange, which educational uses including gallery management and curator experience, with retail sales, student/faculty exhibition, and eventually community arts. Lesley is confident that such an arts-oriented use of its Porter properties could attract additional arts-oriented businesses and organizations to the Porter Square neighborhood. The current schedule for relocation of AIB to Porter is still under discussion.

Science Labs

Over the past two years Lesley has completed a review of its undergraduate science program, including the location of its science labs, which are currently on the Oxford Campus, in the basement of 47 Oxford Street. The labs, which are in need of upgrading to become first class facilities will be relocated to the second floor of the Porter

Exchange building, co-located with AIB. This location will offer the opportunity for the two programs to share a common building support infrastructure. The current schedule for relocation of the Science labs to the 2nd floor of Porter Exchange is to have them ready for use by September, 2006. Labs will include biology (no live animals), earth sciences and chemistry.

Other minor projects identified will be internal to the existing buildings to support enhanced academic programs and a higher quality of Student life.

Parking Lots (1826 / 1848 Mass Avenue)

While the best use of these parking lots is residential, the use is still under consideration. Any building that would be constructed on these sites would have a non-residential component on the street level, in keeping with the neighborhood's request to encourage small independent retail shops. Any development of these sites is not specifically determined at this time, but would be several years out at the earliest. Additionally, there would have to be coordination on parking with any development of the rear parking lot of the Porter Exchange building to accomplish any development on these sites.

Porter Square Air Rights

Lesley is currently negotiating an 85-year lease with the MBTA, and is anticipating signature of the lease soon. In a separate, but simultaneous, agreement, Lesley will acquire secondary naming rights of the Red Line Station in exchange for our assumption of maintenance and custodial services to the street level plaza of the station. The new name will be "Porter/Lesley U."

With the acquisition of the Air Rights at Porter, our goal is create a cohesive campus setting in Porter Square that combines: the Air Rights Parcel, Porter Exchange at 1815 Massachusetts Avenue, the lot behind Porter Exchange and abutting the Air Rights Parcel, 815 Somerville Avenue, and the two lots on Massachusetts Avenue directly across from Porter Exchange.

Specific plans for construction on the Air Rights are still evolving, but will take greater shape once the lease is in hand. Options include, but are not limited to: A signature academic building for the University's School of Education, the largest school at Lesley, now operating in 23 states; a signature academic building for the Art Institute of Boston; general academic space utilized by all schools at Lesley; student housing.

Oxford Campus

Academic Related Projects

Ludke Library

The main academic project that is currently under review is renovations of the Ludke library to better support not only the on campus students but those that are part of the

off campus program taught across the country. This project is directly related to the goal of creating a distinctive undergraduate experience and providing academic excellence in programs. The first phase of this project to create a 21st Century library is to develop an “Information Commons” on the first floor of the library which would have the latest technology, flexible work space for individual and group study and the ability for students to more easily access to all forms of information. Off campus students would have access to the same services as on campus. The first phase of the project is currently scheduled to occur within the next year, depending upon financing with other phases of the library project which may include some expansion onto the adjacent parking lot are several years out.

Student Life and Residential Projects

Residential Dormitories

Lesley is reviewing the feasibility of a renovation and addition project for White Hall on the corner of Oxford and Everett Streets. This year, we completed the first phase of the project consisting of a renovation of the existing 3 floors, including new bathrooms, fire sprinkler system and other cosmetic upgrades to make the building more attractive to students. This project had the same scope of work as the renovation performed in 2003 to the dorm space in 47 Oxford Street. This work was completed this summer.

Phase 2 of the project would envision adding floors to the top of the building. We have engaged an architectural firm to help us determine the feasibility of such a project. The schedule for phase 2 is not determined at this time, but would be directly related to the feasibility of doing the project and the timing and number of new residential students associated with the Lesley College becoming co-educational.

The Site at 1663 Massachusetts Ave. (National Car Rental / Bank of America) is best suited for residential, but development of that site is several years in the future. As with other sites on Massachusetts Avenue, the ground floor would have a non-residential component.

Other Projects

As a part of the Centennial Campus Plan, we have performed a study of the existing Lesley buildings to provide a template for their renovation and renewal over the next 20 years. This ongoing program will be addressed yearly as a part of an enhanced capital plan to continue to maintain all buildings in a good state of repair in support of the academic and student life goals of the University as well as maintaining a good neighborhood appearance.

- Include in your discussion the relationship of planned and projected institutional development to adjacent residential districts within Cambridge and any impacts that might result;

Lesley anticipates that as part of any future campus plan, the university will seek to create within its properties an enhanced “campus feeling” that will benefit students, faculty and the community at large. For example, Lesley would like to find ways to create additional open space in this area – a part of Cambridge that today enjoys less open/green space than perhaps any other neighborhood in the city. Similarly, Lesley is keenly interested in improving the pedestrian-friendliness of the area, as well as enhancing safety, traffic and parking congestion. Any planned development projects will be presented to the neighborhood associations for review and input during the development process, in line with our posture to continue to be very transparent with the neighborhoods on any development projects.

- Include in your discussion the relationship of planned and projected institutional development to adjacent retail and commercial districts within Cambridge and significant impacts that might result (e. g., loss or relocation of retail space, etc.).

The planned relocation of the Art Institute of Boston to Cambridge will be a significant enhancement to the arts environment of the Porter Square area, adding to the vibrancy of the area. Additionally, as stated above, it is our intention to have retail or other non-residential components as a part of each of the buildings that may be constructed on the sites that Lesley owns along Massachusetts Avenue. Lesley has been a consistent member of the three neighborhood group driving the proposed revisions to the zoning along Massachusetts Avenue.

III. LIST OF PROJECTS

List all development and public improvement/infrastructure projects completed within the past year, currently in construction or which will require City permits or approvals during the next three years (coordinate with Map 3 in Section IV);

- Indicate how each project meets the programmatic goals of your institution discussed in Section II;
- Indicate how each project fits into the physical plans for the immediate campus area;
- Indicate identified future development sites on your campus (coordinate with Map 4 in Section IV).

Projects in 2005

Student Center Renovation

This summer, we executed a major renovation and expansion of the existing Student Center, which is located 47 Oxford Street. The project included expanding into existing adjacent office space. The facility plays a key role in the strategy to enhance student life on the campus and provide for a distinctive undergraduate experience for students. The project was

completed in October, 2005, and we are pleased to report a minimal amount of disruption and complaints from immediate neighbors.

White Hall

We completed a renovation of the existing 3 floors of White Hall at the corner of Oxford and Everett Streets, including new bathrooms, fire sprinkler system and other cosmetic upgrades to make the building more attractive to students. This project had the same scope of work as the renovation performed in 2003 to the dorm space in 47 Oxford Street. This also marks the completion of a five year plan to fit all residential facilities at Lesley with fire sprinklers.

Porter Exchange Art Gallery

Last week, Dec. 15, we opened a 900 square foot educational and retail art gallery in the street level of Porter Exchange. This serves educational purposes in gallery management and curation, as well as serving as exhibition space for students, faculty and, eventually, guest and local artists. In addition to providing a vehicle for increased awareness of AIB within the Lesley community, it is also serves as a precursor to the integration of AIB into the Porter neighborhood.

Projects Tentatively Scheduled for the next 3 Years

Development over Air Rights parcel. In planning.

Renovation of the Second floor of Porter Exchange – This project will be in support of the relocation of AIB and the new Science Labs.

Renovation of 815 Somerville Avenue (20,000 Sq. Ft.) – This project supports the relocation of administrative offices from the Porter Galleria Building.

Library “Information Commons” Phase 1 Renovation, Oxford Campus – This project (4,000 sq. ft.) in the Ludke Library at 47 Oxford Street supports the enhancement of academic excellence and student life.

White Hall Addition to Existing Building, Oxford Campus – This project (22,000 sq. ft.) supports the growth of the on campus residential students related to the Lesley College co-educational program.

Phase 2 renovation of Student Center to included Student Activities offices and new accessible restrooms.

IV. MAPPING REQUIREMENTS

Please attach to the report maps of the following (these may be combined as appropriate):

1. Map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, dormitory/nontaxable residential, investment, etc.).
2. Map of real estate leased. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, housing). This map can be combined with the one above.
3. Map of development projects completed within the past year, now underway, proposed or planned within the next three years.
4. Map the sub-areas/precincts of your campus, indicating the location of future development areas and projects. If appropriate, include detailed maps of sub-areas/precincts where significant changes are anticipated to occur over the next five years.

See attached maps.

V. TRANSPORTATION DEMAND MANAGEMENT

Please provide the following information. You may summarize the information below or attach documents to this report, as appropriate. If your school has not updated information since submitting the 2004 Annual Report, you may so indicate in the appropriate space below.

- A. Results of surveys of commuting mode choice for faculty and/or staff and/or students.
- B. Information on the point of origin of commuter trips to Cambridge for faculty and/or staff and/or students.
- C. Have there been any changes in your TDM plan or strategy since submitting your 2004 Town Gown-report? If so, please describe briefly. (Your PTDM plan is on file at CDD.)

Note: Please see the attached Parking and Transportation Demand Management Plan, which has been approved by the City Of Cambridge Traffic, Parking and Transportation Dept.

VI. INSTITUTION SPECIFIC INFORMATION REQUESTS

Lesley University

1. Provide an update on the status of the university master plan process, the schedule for its release, and outreach about this process to the City and the Agassiz, Neighborhood 9, and Porter Square communities.

Status of the Master Planning process is detail above. We look forward to sharing the plan with the community prior to final approval by our Board of Trustees in the second quarter of 2006. Over the past year, we have kept neighbors at the Porter Square Neighbors Association and the Agassiz Neighborhood Council apprised of developments through regular meeting attendance (Neighborhood 9 is not currently holding regular meetings).

2. Provide an update on planning and construction activities on the Main Campus and Porter Square areas. The Porter Square update should address the Porter Exchange building, the parking lots located across Massachusetts Avenue, and MBTA Porter Square Station air rights.

Discussed in detail above.

3. Provide an update on the move of Art Institute of Boston facilities to Cambridge, including the use of facilities at the Episcopal Divinity School.

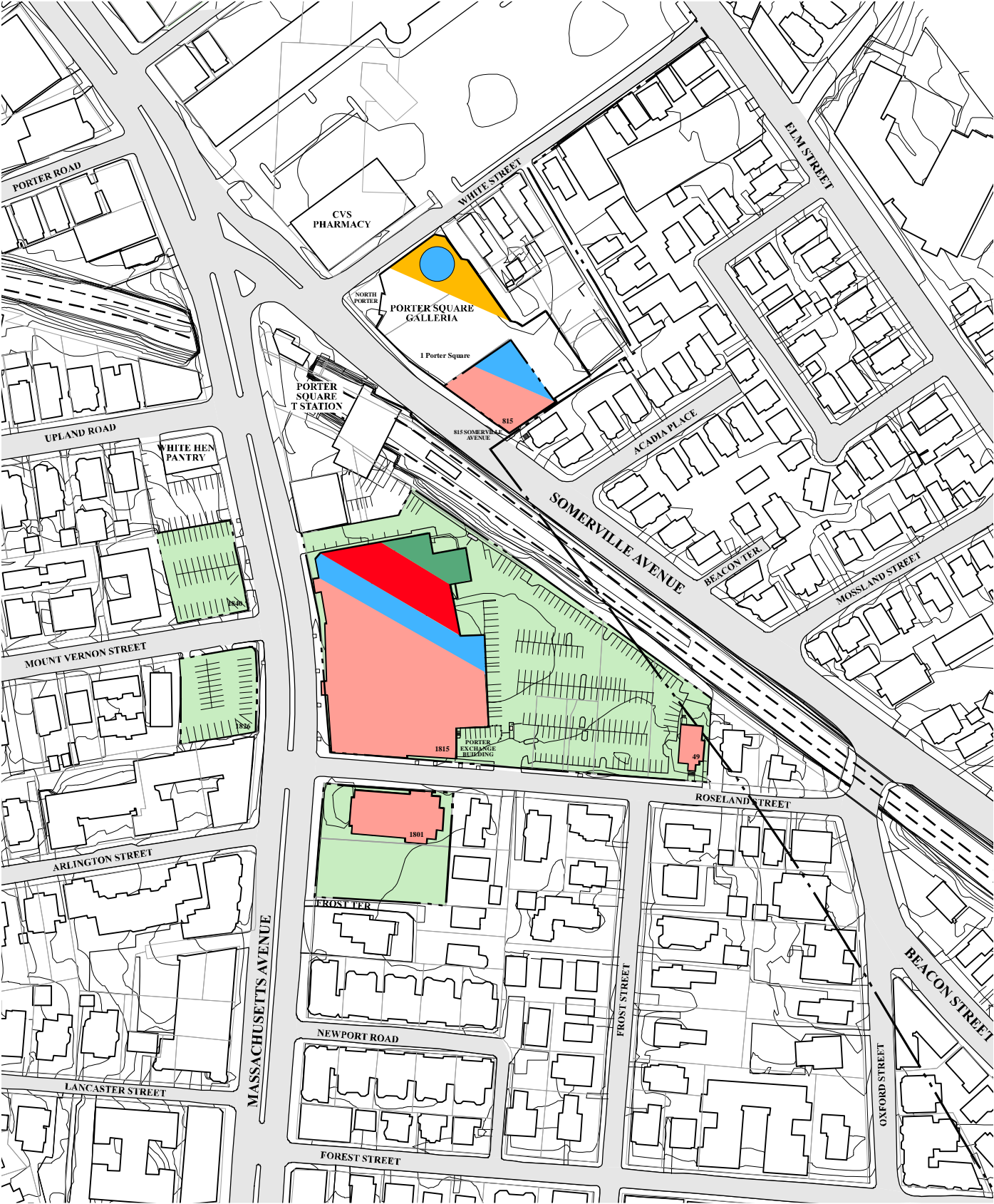
Planning for move of AIB to Cambridge discussed in detail above. We currently have a three-year lease for residential space at Episcopal Divinity School and in addition we have just opened the Art Institute of Boston Art Gallery at Porter Exchange.

4. Describe plans for properties currently held by the University on or abutting Massachusetts Avenue. Particular attention should be paid to a description of the uses intended on the ground floor of these sites, as related to community concerns about maintaining an active retail environment.

Lesley University shares our neighbors' concerns about maintaining an active retail environment along Massachusetts Avenue. Our student, faculty, and staff view the neighborhood as a vital component to the character and culture of the Lesley experience. We are conducting our planning and development of sites in and near Porter Square with the goal of enhancing the truly special nature of this vibrant neighborhood. Again, with the move of AIB to Cambridge, we envision bringing the vibrancy of an arts-based community to Porter.

We understand neighborhood goals in favoring active first-floor retail in any new buildings on Massachusetts Avenue, as such activity brings light and pedestrian traffic to the neighborhood, improves public safety and fosters a sense of community. Further, we have had a positive experience, both administratively and culturally, by maintaining first floor retail at Porter Exchange.

All planning currently underway along Massachusetts Avenue favors ground floor uses that either provide space for retail operations along the Avenue, or institutional uses that provide light, pedestrian traffic, and are aligned to or enhance the unique character of the neighborhood.



CENTENNIAL CAMPUS PLAN STUDIES 2005
PORTER CAMPUS



DOBER, LIDSKY, CRAIG AND ASSOCIATES, INC.
Campus and Facility Planning Consultants

- | | |
|----------------|------------------|
| ACADEMIC | RENTED TO OTHERS |
| ADMINISTRATIVE | LEASED BY LESLEY |
| STUDENT LIFE | CITY LINE |

UNIVERSITY PROPERTY

TOTAL ACREAGE: 4.9 Acres

PREDOMINANT USE and PROPERTY 12/15/05



CENTENNIAL CAMPUS PLAN STUDIES 2005
SOUTH CAMPUS

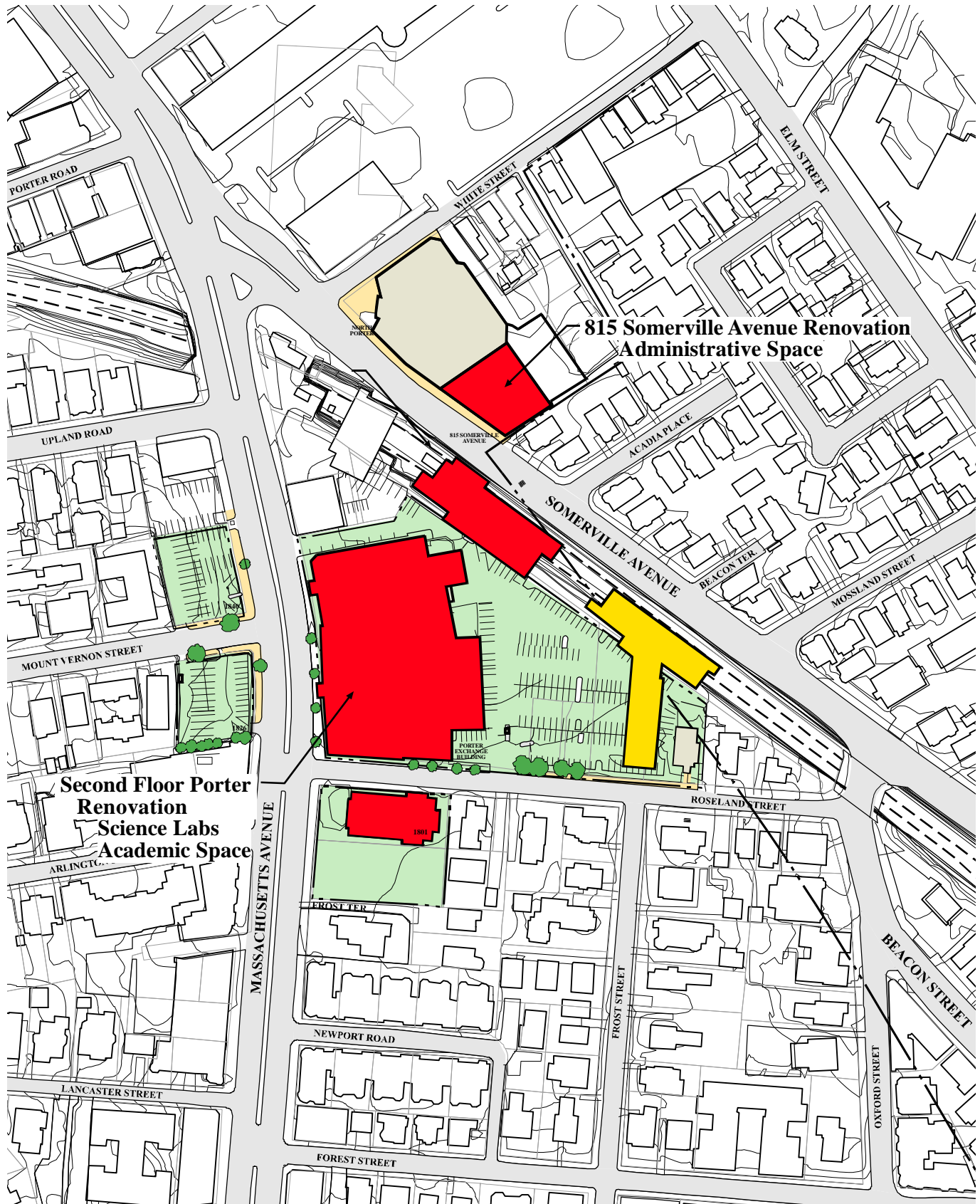


DOBER, LIDSKY, CRAIG AND ASSOCIATES, INC.
Campus and Facility Planning Consultants

- | | | |
|----------------|-------------------|------------------|
| ACADEMIC | STUDENT RESIDENCE | PHYSICAL PLANT |
| ADMINISTRATIVE | STUDENT LIFE | RENTED TO OTHERS |
| LIBRARY | ATHLETIC | |

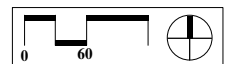
TOTAL ACREAGE: 7.9 Acres

PLANNED PROJECTS THROUGH 2009



CENTENNIAL CAMPUS PLAN STUDIES 2005

PORTER CAMPUS

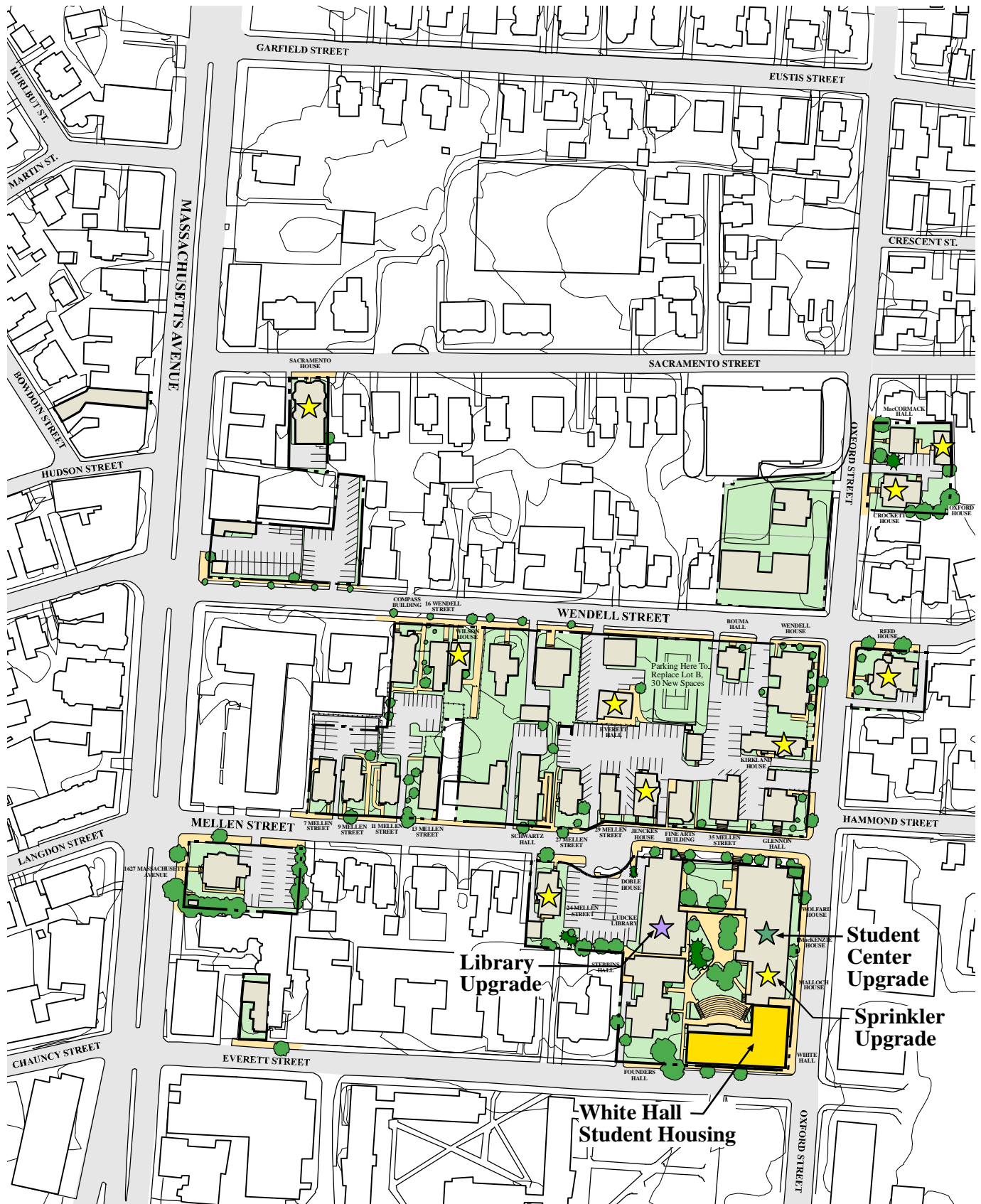


DOBER, LIDSKY, CRAIG AND ASSOCIATES, INC.
Campus and Facility Planning Consultants

ACADEMIC RENOVATIONS

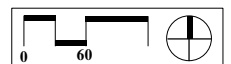
LESLEY UNIVERSITY PROPERTY

PLANNED PROJECTS THROUGH 2009



LESLEY
UNIVERSITY

CENTENNIAL CAMPUS PLAN STUDIES 2005
SOUTH CAMPUS



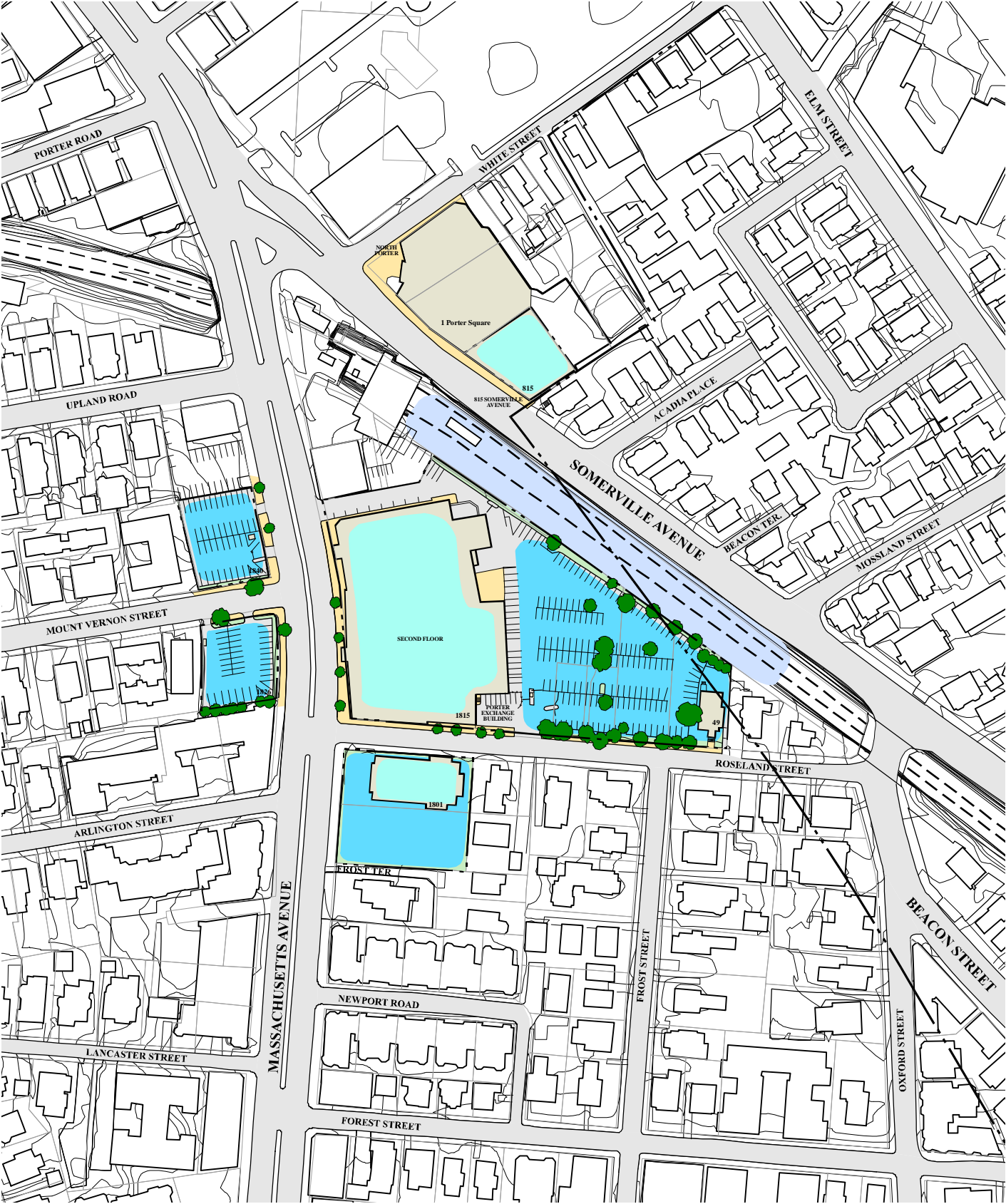
DOBER, LIDSKY, CRAIG AND ASSOCIATES, INC.
Campus and Facility Planning Consultants

★ LIBRARY IMPROVEMENTS
★ CAMPUS CENTER/IMPROVEMENTS

★ STUDENT RESIDENCE IMPROVEMENTS

LESLEY UNIVERSITY PROPERTY

PORTER CAMPUS OPPORTUNITY AREAS 12/15/05



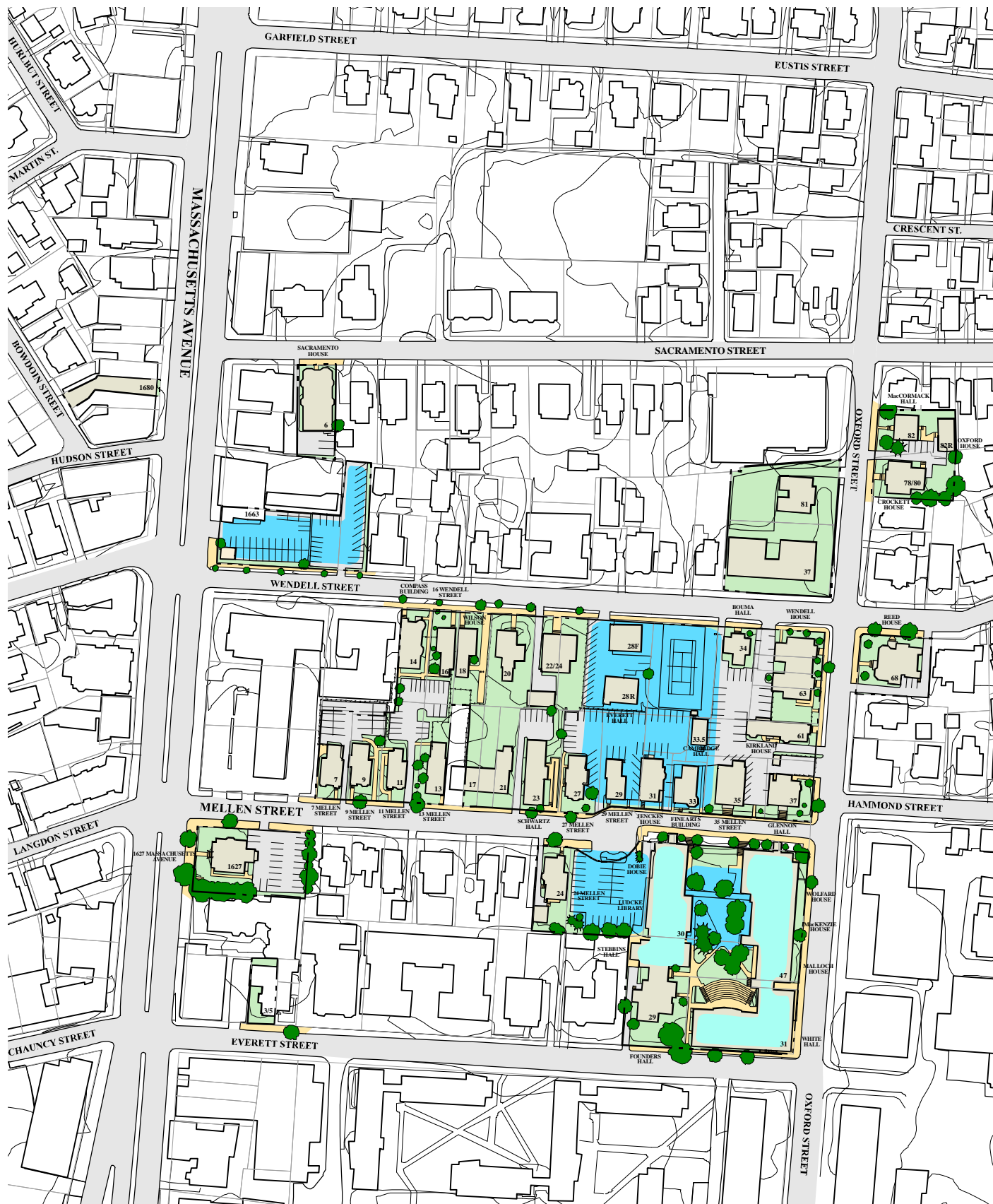
CENTENNIAL CAMPUS PLAN STUDIES 2005
PORTER CAMPUS



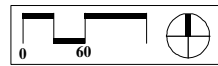
DOBER, LIBSKY, CRAIG AND ASSOCIATES, INC.
Campus and Facility Planning Consultants

- POTENTIAL NEW CONSTRUCTION AND LANDSCAPE AREA
- POTENTIAL RENOVATION
- POTENTIAL AIR RIGHTS

SOUTH CAMPUS OPPORTUNITY AREAS 12/15/05



CENTENNIAL CAMPUS PLAN STUDIES 2005
SOUTH CAMPUS



DOBER, LIDSKY, CRAIG AND ASSOCIATES, INC.
Campus and Facility Planning Consultants

- POTENTIAL NEW CONSTRUCTION AND LANDSCAPE AREA
- POTENTIAL RENOVATION

LESLEY UNIVERSITY
Taxable Facilities Inventory
Sort

Revised
12/21/2005

Sort	Building Area						
#	Street	Leased / Owned	Land Area (Square Foot)	Gross (Square Foot)	Assignable (Square Foot)	Zone	Use
<u>LESLEY OWNED PROPERTIES</u>							
3/5	Everett	O	3,285	3,650	2,738	C-2A	Rental
1663	Mass Ave	O	13,305	1500	N/A	BA-2 Business	Commercial Rental
1680	Mass Ave	O	2,885	7,212	5,048	BA-2 Business	Commercial Rental
1815	Mass Ave	O	66,604	148,272	134,800	BC Business	Office/Classrooms Commercial Rental
1826	Mass Ave	O	12,007	N/A	N/A	BC Business	Parking Lot
1840	Mass Ave	O	4,378	N/A	N/A	BC Business	Parking Lot
1868	Mass Ave	O	N/A	N/A	N/A	BC Business	Parking Rights
17	Mellen	O	2,845	2,400	1,200	C-1	Rental
19	Mellen	O	2,896	1,857	1,600	C-1	Rental
21	Mellen	O	4,127	4,860	2,430	C-1	Rental
3	Wendell	O	5,711	N/A	N/A	C-1	Parking Lot
20	Wendell	O	7,500	3,802	1,900	C-1	Rental
22/24	Wendell	O	9,477	6,514	3,257	C-1	Rental
28F	Wendell	O	11,346	4,830	2,898	C-2A	Rental
30/32	Wendell	O	11,250	N/A	N/A	C-2A	Tennis Court
37-41	Wendell	O	15,000	30,050	19,532	C-1	Rental
78-81	Oxford	O	12,000	8,200	5,330	C-1	Rental
49	Roseland	O	7,004	10,000	5,400	BC Business	Rental
815	Somerville	O	10,000	10,000	6,500	BC Business	Commercial Rental
TOTAL OWNED & LEASED PROPERTY			201,620	243,147	192,633		

<i>Cambridge Properties</i>	<i>243,147</i>	<i>192,633</i>
<i>Commercial</i>	<i>166,984</i>	<i>146,348</i>
<i>Residential</i>	<i>76,163</i>	<i>46,285</i>
<i>Acres</i>	<i>4.63</i>	

NOTE: #s in BLUE are ESTIMATES

LESLEY UNIVERSITY
Tax Exempt Facilities Inventory

Revised
12/21/2005

#	Street	Building Area			Zone	Use	School/Dept	Dorm Capacity
		Land Area (Square Foot)	Gross (Square Foot)	Assignable (Square Foot)				
<u>LESLEY OWNED PROPERTIES</u>								
29	Everett	13,088	20,675	12,979	C-2A	Office		
31	Everett	15,147	31,990	19,194	C-2A	Dorm/Cafeteria	LC/SOE	138
12	Kirkland	13,290	5,200	2,600	A-2	President's House		
1627	Mass Ave	14,400	6,491	4,147	C-2A	Office	SOE	
1815	Mass Ave	66,604	67,400	55,000	BC Business	Office/Classrooms	ADM	
7	Mellen	5,468	4,865	2,603	C-1	Office	GSASS	
9	Mellen	5,296	4,180	2,387	C-1	Office	GSASS	
11	Mellen	6,912	4,153	2,229	C-1	Office	GSASS	
13	Mellen	5,615	3,959	1,980	C-1	Office	GSASS	
23	Mellen	8,579	12,375	8,330	C-1	Office	LC	
24	Mellen	5,310	5,033	2,332	C-2A	Dorm	LC	17
27	Mellen	7,802	4,474	2,289	C-1	Office	LC	
29	Mellen	8,502	3,546	1,670	C-2A	Office	LC	
31	Mellen	6,838	6,610	4,095	C-2A	Dorm	LC	19
33	Mellen	4,069	4,282	2,442	C-2A	Office/Classrooms	LC	
33 1/2	Mellen	1,928	1,823	836	C-2A	Office	ADM	
35	Mellen	5,400	5,685	3,957	C-2A	Office	ABC	
37	Mellen	8,086	5,679	2,867	C-2A	Office	ABC	
						Office/Classrooms Library/Dorm		
47	Oxford	46,557	90,700	55,990	C-2A			157
61	Oxford	7,841	6,248	2,996	C-2A	Dorm	LC	18
63	Oxford	11,901	13,681	6,324	C-2A	Dorm	LC	39
68	Oxford	8,306	9,045	4,195	C-2A	Dorm	AIB	30
78/80	Oxford	6,812	6,975	3,107	C-1	Dorm	Threshold	26
82F	Oxford	3,406	3,422	1,768	C-1	Office	Threshold	
82R	Oxford	3,406	2,704	1,186	C-1	Dorm	Threshold	7
6	Sacramento	7,157	12,719	7,408	B	Dorm	LC	40
815	Sommerville Ave	10,000	10,000	6,500	BC Business	Office	NI	
14	Wendell	5,250	7,336	4,491	C-1	Office	SOE	
16	Wendell	5,400	4,580	2,290	C-1	Office	GSASS	
18	Wendell	5,657	3,569	1,590	C-1	Dorm	LC	12
34	Wendell	6,625	2,778	1,609	C-2A	Office	SOE / Alumni	
28R	Wendell	INCLUDED w/28F	4,830	2,898	C-2A	Dorm	Threshold	29
			377,007	234,289				532
Cambridge Properties		330,652	377,007	234,289				
Acres		7.59						

LESLEY LEASED PROPERTIES

1	Porter Sq (Cambridge)		19,500	13,650		Office	Various	
99	Brattle St. Cambridge, MA		22,496	16,872		Dorm		86
			41,996	30,522				86

TOTAL OWNED & LEASED PROPERTY

		419,003	264,811					618
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PREVIOUSLY OWNED PROPERTIES

14	Hillside	12,824	7,584	3,074	A-2	Office	Sold 05/29/01	
49	Washington	23,826	10,492	5,715	A-2	Office	Sold 05/29/01	
10	Sacramento	7,554	7,567	3,672	B	Dorm	Sold 02/12/02	

NOTE: #s in BLUE are ESTIMATES

Lesley University
Properties Leased in the City of Cambridge
12-21-04

Address	Space	Gross Sq. Ft.	Use
99 Brattle Street	Lawrence Hall	22,496	Institutional / Dormitory
1 Porter Square Galleria	Lower Level	19,500	Institutional / Administrative Offices

PTDM Ordinance – FINAL DECISION

Project: Lesley University

Project Number: F-33

Applicant: Lesley University

Contact: George Smith, Director of Operations and Campus Planning

Address: 29 Everett Street, Cambridge, MA 02138-2790

Date of Application: 12/12/03

Decision Deadline: 5/15/05

Date of Issue: 5/6/05

This form indicates the FINAL decision of the Parking and Transportation Demand Management Planning Officer with respect to the PTDM plan submitted for the project listed above. Please review the enclosed attachments, which include information about ongoing monitoring and reporting relative to this project.

Decision:

- ☐ Approve (attachment: approval letter and copy of plan)
- ☒ Approve with Conditions (attachment: letter of conditions and copy of plan)
- ☐ Deny (attachment: reason for denial and copy of plan)

Catherine E. Preston, AICP
PTDM Planning Officer

May 6, 2005

George Smith
Director of Operations and Campus Planning
Lesley University
29 Everett Street
Cambridge, MA 02138-2790

Dear Mr. Smith:

The attached form indicates the final decision on the Parking and Transportation Demand Management plan for Lesley University. The final decision is an **approval with conditions**. This letter spells out the conditions that are placed on your plan, as well as recommendations for additional TDM programs that may improve your non-SOV mode split. The last section lays out more details about implementation of the monitoring and reporting program that is required as part of your plan.

This TDM plan will help reduce the impacts of your facility on traffic and parking in the surrounding area. You are to be commended for incorporating a number of measures that will help ensure that your students and employees are aware of and have access to alternatives to the automobile. These include providing shuttle service between the campuses, subsidizing parking at MBTA stations, marketing available transportation options and providing convenient parking for High Occupancy Vehicles.

We recognize that Lesley University may over time develop innovative TDM strategies not yet envisioned in this plan and that its changing campus may at some point merit other approaches. In such cases, an amendment to this PTDM plan may be appropriate. Lesley may propose substitutionary measures to those in the plan or the conditions listed below, which would become part of the plan upon approval of the amendment by the PTDM Planning Officer.

Plan Conditions

The following conditions are placed on the PTDM plan for Lesley University:

Lesley University is in a period of transition, which will see expansion of the space in use at the Episcopal Divinity School. Because of the limited parking at this location, this is expected to contribute positively to efforts to reduce Lesley's SOV mode share. However, the total effect of this move is not clear at this time, as there may in fact be a compensating

increase in mode share in other areas of the campus. Therefore, it is appropriate to allow for some phasing in of TDM measures so as to reflect these on-going changes. s

- **CONDITION:** Lesley will designate 15 spaces (10% of parking spaces available to evening graduate students) for HOV use beginning at 3:30pm each weekday to encourage carpooling among graduate students. SOV users parking in these spaces earlier in the day must vacate those spaces prior to 3:30 such that they are available to graduate student carpoolers when they begin arriving on campus. Lesley will rigorously enforce this use of HOV spaces. The number of spaces may be adjusted after one semester to reflect demand. If demand is lower than 15 spaces, the number provided may be reduced to demand plus one space. If demand is higher than 15 spaces, Lesley will be expected to designate additional spaces for HOV parking.
- **CONDITION:** If monitoring in Spring 2006 does not indicate that there has been reasonable further progress made towards meeting the goal of 38% SOV trips, Lesley University will subsidize 40% of the cost of MBTA transit passes for employees of the university beginning in the Fall of 2006.
- **CONDITION:** If monitoring in Spring 2007 shows that the mode split commitment has still not been achieved, Lesley will implement 25% transit pass subsidies (11% from the MBTA semester pass program, 14% from Lesley) for students not residing on campus beginning in the Fall of 2007.
- **CONDITION:** If at any time the SOV mode split increases above the baseline, Lesley will implement 25% transit pass subsidies (11% from the MBTA semester pass program, 14% from Lesley) for students not residing on campus beginning the following Fall.

Additional Recommendations

In addition to the conditions listed above, I am recommending the implementation of the following additional TDM measures. If the current plan fails to reach the stated mode split goal, implementing these programs will help to achieve that goal.

- Increase the number of and/or hours for HOV spaces.
- Increase MBTA pass subsidies.
- Increase parking fees for employees.
- Implement financial incentives for walking and biking.

Monitoring and Reporting

Mode split information shall be monitored and reported annually. Driveway counts and parking utilization shall be reported every two years. The monitoring shall take place during

the months of April or May and be reported to the PTDM Planning Officer no later than June 30. This will ensure that the monitoring captures a realistic assessment of the performance of the project, while giving time to compile the results and report them to the City.

I look forward to working with you in the future as you implement the elements of this plan. If you have any questions, please feel free to contact me by phone at 617-349-4673 or by email at *cpreston@ci.cambridge.ma.us*.

Sincerely,

Catherine E. Preston, AICP
PTDM Planning Officer

cc: Beth Rubenstein, Assistant City Manager for Community Development
Susanne Rasmussen, Director of Environmental and Transportation Planning
Susan Clippinger, Director of Traffic, Parking, and Transportation

Lesley University Parking Inventory					
Lot Location	Lesley Used	Leased to 3rd parties	Leased from 3rd Parties	Users	Total
29 Everett Street	3			President/staff	3
12 Kirkland Place	2			President's residence	2
1627 Mass Ave	22			Faculty/Staff/Students	22
1815 Mass Ave	25			Faculty/Staff	25
1815 Mass Ave		173		Tenants/Commercial	173
1826 Mass Ave		40		Tenants/Commercial	40
1840 Mass Ave		42		Tenants/Commercial	42
1868 Mass Ave	14			Faculty/Staff	14
7,9,11 Mellen Street	36			Faculty/Staff	36
23 Mellen Street	6			Faculty/Staff	6
24 Mellen Street	4			Faculty/Staff	4
30 Mellen Street	28			Faculty/Staff	28
61 Oxford Street	86			Faculty/Staff/Students	86
68 Oxford Street	8			Faculty/Staff	8
82 Oxford Street	6			Faculty/Staff	6
6 Sacramento Street	5			Faculty/Staff	5
3 Wendell Street	23			Faculty/Staff/Students	23
18 Wendell Street	3			Faculty/Staff	3
22/24 Wendell Street		4		Tenants	4
28 Wendell Street	16			Faculty/Staff/Students	16
49 Roseland Street		5		Tenants	5
37- 41 Wendell Street		10		Tenants	10
79 – 81 Oxford Street		10		Tenants	10
Sub total	287	283			570
Parking Added After 1998					
815 Somerville Ave	8			Staff	8
815 Somerville Ave		9		Tenants	9
1 Porter Square *			6	Staff	6
Total	295	292	6		593
PROPERTIES SOLD SINCE 1998					
14 Hillside	8				8
49 Washington	2				2
10 Sacramento	4				4
Total	14				14
* 6 assigned spaces used by Lesley					

Lesley University Parking and Transportation Demand Management Plan

Dated: October 12, 2004

**Lesley University
29 Everett Street
Cambridge, MA 02139**

Executive Summary

Lesley University has been a member of the Cambridge community since 1909. During that time we have always worked closely with the city to ensure its concerns and those of our neighbors are addressed in a timely and efficient manner. We truly value and respect our mutual relationship and want to continue to work with the community as best we can.

There are two separate and distinct campuses located in Cambridge, the south campus and the Porter campus. The south campus is centered in a four-block area between Everett Street and Sacramento Street, to include property on Mass. Avenue and Oxford Street. The Porter campus consists of the Porter Exchange building, located at 1815 Mass. Avenue, One Porter Square (leased space) and 815 Somerville Avenue. To reduce traffic and congestion and to reduce reliance on driving, Lesley has implemented an extensive shuttle service between both campuses.

Lesley is conveniently located next to the MBTA Red Line at Porter Square and a few blocks from the Harvard MBTA Red Line station. The MBTA commuter rail also stops at the Porter station next to the Porter campus. The South Station commuter rail service is readily accessible from the Red Line. Many MBTA buses can be accessed from the nearby streets. Lesley is committed to increasing the use of public transit among its faculty, staff and students. One of the most successful programs Lesley has recently implemented to increase faculty, staff and students use of public transportation has been the MBTA transit station-parking voucher.

Because of Lesley's size in comparison to its neighboring sister Universities, it has been exempt from conducting transportation surveys and formalizing various transportation demand programs onsite as required by the Department of Environmental Protection (DEP). However, Lesley recently voluntarily developed a variety of programs that provide incentives to commuters who drive along to work or class. One of the most significant incentives has been instituting a paid parking structure explained more fully in the parking section of this document. Although Lesley already has an extremely limited parking supply in the city Cambridge it terminated its free parking indicating a strong commitment to urging the Lesley community to take alternative forms of transportation when coming to campus.

The revised PTDM Plan is Lesley's documentation for establishing a base year report, which includes plans for achieving a 10 percent mode-split reduction over time. Lesley has reviewed in detail the PTDM Officer's comments, suggestions and requests in the document dated January 21, 2004. Lesley believes the revised PTDM Plan 2004 meets the spirit of the PTDM Officer's review. The University also believes its commitment to implement the additional transportation demand management programs described in the PTDM Plan will further reduce transportation impacts and reduce its current mode split.

Parking Facility Inventory Summary

Summary

Lesley University owns or controls a total of 578 parking spaces within the City of Cambridge. Forty eight percent (48%), or two hundred seventy seven (277) spaces are leased to Balleys Total Fitness, the Smithsonian Institute and to the retail storeowners at the Porter Exchange mall and cannot be used by Lesley faculty, staff or students. The remaining **Three Hundred One** (301) are by definition of Parking and Transportation Demand Ordinance section 10.18 not considered “commercial parking spaces”¹ and not for use by the general public. **The 301 spaces provide parking for less than 10 percent of parking for our entire community.**

The University’s stock of non-commercial parking spaces are those that are maintained by the University which supports its activities in the city, (by an entity whose primary business is other than the operation of parking facilities), for the exclusive use of its, employees, students, guests, lessees, customers, patrons, and/or residents. These spaces are not available for uses by the general public. This definition is commensurate with the definitions in Chapter 10:18. The categories for Non-commercial Use include: employee/student/guest and residential. The complete Lesley University Cambridge Campus Parking Inventory has been registered with the City of Cambridge Parking Office.

Total Number of existing parking spaces:

Non-commercial Use: 301.

Commercial Use: 277.

Institutional Parking Facility Owner and Operator:

Lesley University
29 Everett Street
Cambridge, MA 02138-2790

Existing permits for parking facility:

All existing permits for parking facilities are on file at

Lesley University
29 Everett Street
Cambridge, MA 02138-2790

Enforcement actions: None

¹ *Commercial Parking Space*. “A parking space available for use by the general public at any time for a fee.” The term shall not include “parking spaces which are owned or operated by a commercial entity whose primary business is other than the operation of parking facilities, for the exclusive use of its lessees, employees, patrons, customers, clients, patients, guests or residents but which are not available for uses by the general public.”

Lesley University Parking and Transportation Demand Management Plan

Lesley University Parking Inventory					
Lot Location	Lesley Used	Leased to 3rd parties	Leased from 3rd Parties	Users	Total
29 Everett Street	3			President/staff	3
12 Kirkland Place	2			President's residence	2
1627 Mass Ave	22			Faculty/Staff/Students	22
1815 Mass Ave	25			Faculty/Staff/Students	25
1815 Mass Ave		173		Tenants/Commercial	173
1826 Mass Ave		40		Tenants/Commercial	40
1840 Mass Ave		42		Tenants/Commercial	42
1868 Mass Ave	14			Faculty/Staff/Students	14
7,9,11 Mellen Street	36			Faculty/Staff/Students	36
23 Mellen Street	6			Faculty/Staff/Students	6
24 Mellen Street	4			Faculty/Staff/	4
30 Mellen Street	28			Faculty/Staff/Students	28
61 Oxford Street	86			Faculty/Staff/Students	86
68 Oxford Street	8			Faculty/Staff/Students	8
82 Oxford Street	6			Faculty/Staff/Students	6
6 Sacramento Street	5			Faculty/Staff/Students	5
3 Wendell Street	23			Faculty/Staff/Students	23
18 Wendell Street	3			Faculty/Staff/Students	3
22/24 Wendell Street		4		Tenants	4
28 Wendell Street	16			Faculty/Staff/Students	16
49 Roseland Street		9		Tenants	9
Sub total	287	268			555
Parking Added After 1998					
815 Somerville Ave	8			Staff	8
815 Somerville Ave		9		Tenants	9
1 Porter Square *			6	Staff	6
Total	295	277	6		578
PROPERTIES SOLD SINCE 1998					
14 Hillside	8				8
49 Washington	2				2
10 Sacramento	4				4
Total	14				14
* 6 assigned spaces used by Lesley					

Lesley's New Parking Program

In 2002, Lesley University completely overhauled its parking policies and for the first time in its 95-year history instituted a parking fee structure. The University believes the new parking fee structure will work towards maintaining its current parking inventory and stabilize the effects associated with incremental increases in the campus population. In addition, the University is committed to implementing various transportation demand management strategies to work to reduce congestion, improve air quality, and reduce its current drive-alone rate by 10 percent.

Lesley's Specific Parking Management Goals

The goal of Lesley's parking management is to encourage alternative mode use and serve as many people as possible by optimizing the current parking supply. This goal will be achieved through ongoing review of its parking pricing, implementing a preferential parking program, and instituting reduced parking fees for ridesharing vehicles. Lesley University parking management measures are described more fully in the Transportation Demand Section of this PTDM Plan.

A further description of the management of various parking and security programs can be reviewed on line at www.lesley.edu/parking. Lesley has a very limited amount of parking spaces, and has a policy that is controlled to only offer a space, as it becomes available, on a seniority basis. New employees do not receive parking permits. Approximately 54 percent of our full time employees receive a parking permit, however there is an employee waiting list for a parking space. Approximately 15 percent of our full time evening students receive and pay for parking. Only 23 of our total daytime students (population 1,579) may purchase day parking. Daytime student parking is assigned based upon driving distance and availability of Public Transit.

The following is the Parking Permit Structure:

Lesley University Parking Rate Classifications	FY04 Permit Fees	FY05 Permit Fees
Pooled – Faculty/Staff	\$384.00	\$388.95
Adjunct/Part-time Faculty/Staff	\$62.50 per semester	\$67.45 per semester
Commuter – Student	\$100.00 per semester	\$104.95 per semester
Night Rate – Evening Students	\$40.00 per semester	\$44.95 per semester
Visitors	\$3.00 per day	\$3.00 per day

Lesley University Parking and Transportation Demand Management Plan

The University will review its traditional menu of permits and work toward implementing new, more flexible-schedule type permit types. These new flexible-schedule permits will better coincide with employees' and students flexible schedules, which will allow them to continue to take transit yet park on an occasional basis. The Morning, Afternoon, and 3-day Permits listed below are intended to fill this need.

Additionally, Lesley is committed to increasing its rideshare numbers. To do this, Lesley will offer the following financial incentives associated with ridesharing.

Lesley University's Proposed Ridesharing Parking Rate classifications	FY04 Permi Fees	FY05 Permit Fees
Morning or Afternoon Permit	<u>N/A</u>	\$194.50
3-day Permit	<u>N/A</u>	\$233.00
2-person Carpool Permit	<u>N/A</u>	33% reduced rate
3-person Carpool Permit	<u>N/A</u>	50% reduced rate

General Project Description

- o Number of building square feet used for Lesley University institutional purposes:
- o (See attached Building Summary – Academic and Commercial)
- o The location of Lesley buildings and the square feet by use:
- o (See attached Building Summary – Academic and Commercial)
- o Typical hours of work for non-teaching staff: 9am – 5pm Monday through Friday
- o Typical hours and days of instruction: 8am – 10pm Monday through Friday
- o Other users of Lesley space when classes are not in session: Occasional Neighborhood meeting
- o List of cities/towns by zip code: (see attached)
- o South Campus to Porter campus shuttle schedules and routes:
The shuttle between the south campus and the Porter campus (Porter Exchange) hours of operation are 7:30am – 10:30pm Monday – Friday.

The shuttle begins at the corner of Mellen Street and Mass. Avenue heads north on Mass. and turns right onto Roseland Street, and turns left into the

Porter Exchange parking lot at 1815 Mass. Avenue. The north campus shuttle stop is located behind the Porter Exchange building.

The south campus – Porter campus shuttle return route begins from behind the Porter Exchange building, takes a right onto Roseland Street, a left onto Mass. Avenue, a left onto Everett Street, a right onto Jarvis Street and a right onto Mass. Avenue stopping at the shuttle stop at the corner of Mellen and Mass. Ave.

- o South Campus to AIB (Boston) shuttle schedule and routes:

The south campus to AIB (Boston) shuttle hours of operation is 7:30am – 10:45pm Monday – Friday. The shuttle leaves Cambridge on the half hour and returns on the hour.

The shuttle begins at the corner of Mellen Street and Mass. Avenue, heads north on Mass. Avenue, turns left onto Shepard Street, take a left onto Garden Street, right onto Mason Street, go to end of Mason turn left onto Hawthorn Street, turn left onto Memorial Drive, take a right across the BU bridge, go across Commonwealth Ave. bear left at fork and follow to the left, take a right onto Commonwealth Ave. and take a right onto Beacon Street. The shuttle stop is located at 700 Beacon Street.

- Episcopal Divinity School (EDS) to AIB (Boston) shuttle schedule and routes:

The EDS to AIB shuttle hours of operation are 7:15am – 10:30pm Monday – Friday. The shuttle leaves Cambridge on the half hour and returns on the hour.

The shuttle begins at Hastings, bears onto Phillips, take a right onto Concord Street, right onto Brattle, turns left onto Hawthorn Street, turn left onto Memorial Drive, take a right across the BU Bridge, go across Commonwealth Ave. bear left at fork and follow to the left, take a right onto Commonwealth Ave. and take a right onto Beacon Street. The shuttle stop is located at 700 Beacon Street.

- o List of cities and towns (by zip code) which student, faculty and staff commute from: see attached.
- o The tabulated survey results are attached. The survey was conducted using the Mass. DEP's Random Sample methodology.
- o James J. Holmes, Director of Security (617-349-8895) will be responsible for administering the implementation of the PTDM, including the administration of annual surveys and preparation of annual reports.

Baseline Mode Split Process

Although Lesley University has not been required by the Massachusetts Department of Environmental Protection (DEP) to participate in its Rideshare Program Reporting program, it conducted a Parking and Transportation survey using the Massachusetts Department of Environment Protection's 2003 random sample method.

The following is a description of the University's survey process developed to be in compliance with the PTDM Plan Ordinance Section 10.18 of the Cambridge Municipal Code.

Method

The Lesley Human Resources Department generated the master list of employees and the Registrar's Office generated the student list, from which the representative sample was derived to determine the "applicable population" and the random selection process of skip intervals of two. The survey was not stratified by job or student categories since the DEP does not require stratification. The survey was conducted the week of October 1 -7, 2003. The process of distribution and collection of the surveys was through Survey Monkey an on line survey service. The survey was analyzed using Survey Monkey.

The total (students and employees or "community members") Lesley University population as of October 2003 was 3,556. This number falls between the random survey sample of 3,500 & 3,999 referenced in the DEP's Random Sample Method Guidelines 2003. According to the DEP Guidelines, for a 100 percent response rate, 788 community members were required to be surveyed. 761 or 96.6 percent responded. The successful high rate of return was due to direct electronic mailing to the Lesley community. Below are Mode Split charts from the survey.

Survey Mode Split Chart for Employees

Mode	Total	Average	Percent	Mode	Total	Average	Percent
	<i>7 day week</i>	<i>7 day week</i>	<i>7 day week</i>		<i>5 day week</i>	<i>5 day week</i>	<i>5 day week</i>
Drive Alone	1066	152	37.3%	Drive Alone	1024	205	50.2%
Carpool*	90	13	3.2%	Carpool*	89	18	4.4%
Vanpool**	0	0	0.0%	Vanpool**	0	0	0.0%
Bus	148	21	5.1%	Bus	143	29	7.0%
Subway	167	24	5.9%	Subway	161	32	7.9%
Boat/Ferry	0	0	0.0%	Boat/Ferry	0	0	0.0%
Commuter Rail	54	8	2.0%	Commuter Rail	51	10	2.5%
Bicycle	29	4	1.0%	Bicycle	28	6	1.4%
Walk	215	31	7.6%	Walk	204	41	10.0%
Out of Office***	230	33	8.1%	Out of Office***	120	24	5.9%
Combined Mode	182	26	6.4%	Combined Mode	177	35	8.7%

Survey Mode Split Chart for Students

<i>Mode</i>	<i>Number</i>	<i>Average</i>	<i>Percent</i>		<i>Mode</i>	<i>Number</i>	<i>Average</i>	<i>Percent</i>
	<i>7 day week</i>	<i>7 day week</i>	<i>7 day week</i>			<i>5 day week</i>	<i>5 day week</i>	<i>5 day week</i>
Drive Alone	434	62	17.6%		Drive Alone	386	77	21.9%
Carpool*	36	5	1.5%		Carpool*	30	6	1.7%
Vanpool**	5	1	0.2%		Vanpool**	5	1	0.3%
Bus	70	10	2.8%		Bus	62	12	3.5%
Subway	124	18	5.0%		Subway	110	22	6.2%
Boat/Ferry	0	0	0.0%		Boat/Ferry	0	0	0.0%
Commuter Rail	9	1	0.4%		Commuter Rail	7	1	0.4%
Bicycle	28	4	1.1%		Bicycle	25	5	1.4%
Walk	93	13	3.8%		Walk	75	15	4.2%
Out of Office***	45	6	1.8%		Out of Office***	27	5	1.5%
Combined Mode	107	15	4.3%		Combined Mode	101	20	5.7%
Dorms	187	27	7.6%		Dorms	27	27	7.6%

Although there was a high rate of total responses to the survey, 22.5 percent of employees and 34.3 percent of students did not answer how they commuted to campus.

Mode Split Commitment

Regarding the Mode Split Commitment, the average mode split for SOV trips based upon the 1990 Journey to Work data from the US Census Bureau for Tract 3536 is 39.3% and Tract 3545 is 45.1%. Since more than a third of the survey respondents did not answer the most important question in the survey it is difficult to establish an accurate SOV rate. Therefore Lesley University concurs with the PTDM Officer's recommendation of establishing an SOV goal of an average between 35 percent and 41 percent, which is 38 percent. Lesley University is committed to reducing its SOV rate of 38 percent to 34.2 percent to reach a 10 percent SOV rate reduction. Lesley also is committed to surveying "community members" and restructuring the survey instrument to more accurately capture employee and student commute to campus.

Zip Code Summary

According to Lesley University's Human Resources Department, as of September 2004, 15 percent of all employees live in Cambridge and according to the survey more than 50 percent of Lesley's employees live within 10 miles of the campus.

Lesley Survey Zip code Summary	
City/Town	% of Total
Boston	17%
Cambridge	12%
Somerville	10%
Arlington	6%
Belmont, Everett, Medford,	
Newton, Lexington,	
Watertown, Winchester	16%
74 TOTAL	100.0%

Current TDM Programs and Incentives

Description of Transportation Access

The Lesley University campus is located in two different sections of the City of Cambridge. The buildings at main campus are within walking distance of the MBTA Red Line through which employees and students have easy access to the Subway Lines and to both Commuter Rail lines.

Lesley University “community members” have a variety of bus options available to them for commuting purposes depending on where they work or go to class.

The following MBTA buses can be accessed on nearby streets from the:

West: # 62, 67, 71, 72, 73, 74/75, 76, 70A
North: # 77, 77a, 78, 79, 80, 83, 84, 87, 96
South: # 1, 47, 66, 70, 86
East: # 64, 68, 69, 85, 88, 91

However “community members” who live farther from campus are not necessarily as well served by public transit. This could be the result of work hours that do not correspond with transit schedules, inadequate parking facilities at transit stations and/or employees who are not within walking distance of stations.

Multi-modal TDM Programs

Lesley University has two. The University environment is dynamic and requires employees and students to travel within campus areas and among campuses. To reduce employees’ reliance on automobiles and increase the University’s commitment to multi-modalism, the University operates a comprehensive shuttle system, and is a corporate host for the Zipcar program.

Shuttles

Lesley subcontracts Local Motion to provide a shuttle service between the Boston and Cambridge campuses. The shuttle runs continuously and conveniently from 7:30am until 10:30pm Monday through Friday. The shuttle stops are located behind 1815 Mass. Avenue and at the corner of Mass. Avenue/Mellen Street and at the corner of Hasting and Phillips Streets.

The shuttle service transports on average 600 people a week and it is open to anyone with a University I.D. The Shuttle services provide a useful link in getting employees and students from public transit stops and carpool/vanpool spaces to their final destination. This coordinated service enhances the option to leave the car at home. Complete information on the

Lesley University Shuttle System schedule is available from the Parking and Security office and persons interested in getting on-line information can access the Shuttle Service through Lesley's main web page, www.Lesley.edu .

Incentives to use alternate transportation

Lesley University offers a variety of incentives to encourage use of public transportation and disincentives to community members to discourage driving to campus.

Public Transit

Lesley employees may purchase their MBTA passes through payroll deduction on a pre-tax basis. **Employees save almost 33% of the total cost.** An example, a Zone 6 combination commuter rail and subway pass normally costs \$181 per month. The same pass purchased through payroll deduction costs \$100. In addition, employees can conveniently apply on-line and have the MBTA passes mailed to their home or office. Presently 86 employees utilize this service on a monthly basis.

Public Transit Parking Voucher

Lesley University offers free parking for all commuting students at the Alewife and Quincy Adams MBTA parking garages. Students can park at either garage at anytime, take the MBTA Red Line to Lesley and obtain a voucher, which pays for the MBTA parking. The vouchers are conveniently available at both Cambridge campuses. Lesley has expended an average of \$15,000 per academic year for the last eight years on this incentive. During the last three academic years an average of 4,500 vouchers were given to students.

Semester Pass Program

Lesley University participates in the MBTA's Semester Pass Program. The program allows students to order, pay and pick-up a semester MBTA pass conveniently on campus. Students are given an 11% discount on their MBTA pass through the Semester Pass Program. As of September 2004, 72 Lesley College and 103 AIB students participate in the Semester Pass program. Total Cost \$36,507.

Post bus schedules, rates and routes

Lesley has conveniently posted a link to the MBTA's transportation schedules and routes on its web page.

Bicycling

Lesley provides 48 bicycle parking spaces, 32 are located across in front of the Library on the main campus and 16 located at rear of the Porter Exchange building on the north campus. Both areas are covered and an aisle of at least 5 feet exists behind each rack.

Showers and a changing area are located on the main campus in the lower level of Stebbins Hall adjacent to the fitness center and approximately 100 feet from the bike racks.

Lesley offers bicycle registration with the Security Department as an aid to locate a lost or stolen bike.

Zipcar Program

Lesley University participates in the Zipcar program and has a car located on its property at 1815 Mass. Avenue. The program is designed to encourage use of the public transit system because it provides a method of transportation while at work or class.

Marketing Programs

- Semester student orientation programs include transportation and parking information (i.e. MBTA semester pass program, free parking vouchers, parking rules and regulation)
- Transportation information is included in student handbooks
- New employees receive an orientation that includes information on the MBTA pre tax program
- Information regarding the MBTA parking vouchers and a link to purchase a pre-tax MBTA pass are located on the Lesley web page at:

<http://www.lesley.edu/security/parking/parking.html>

New and Additional TDM Programs and Incentives

As of October 7, 2004 Lesley University became a Gold Member of MassRIDES Partnership Program. To become a Gold Member of MassRIDES Partnership Program Lesley University has agreed to:

- Host commuter events through MassRIDES
- Appoint an onsite Employer Transportation Coordinator (ETC)
- Place transportation benefits information in new hire packets
- Promote commute options at the worksite through e-mails or intranet site
- Install bike racks
- Offer informal flextime program
- Offer informal teleworking program
- Sell onsite transit passes

Lesley University Parking and Transportation Demand Management Plan

- Provide payroll deduction for transit
- Provide preferential or discounted parking for carpoolers
- Provide showers for bikers and walkers
- Offer an Emergency Ride Home Program
- Sponsor shuttle service for employees

Transportation Management Association

Lesley University has contacted Jeff Bennett, Project Manager for the Charles River Transportation Management Association. The University will explore working with the CRTMA to determine how the University can best utilize their program.

Public transportation

The MBTA schedules and maps are now linked directly to the Lesley University web site and are available for review from any computer at anytime by all Lesley community members <http://www.lesley.edu/dir.html>.

Lesley will examine the financial impact of subsidizing the cost of employee and commuting student transit passes and will devise a plan for gradually implementing a subsidy once funds are identified and made available in the University's operating budget.

Public Transit Parking Voucher

Lesley will commit to expanding the parking vouchers to employees at Alewife and Quincy Adams MBTA Stations by the Fall of 2005.

Ridematching

Lesley University has contacted MASSRIDES' has become a member of their carpool-matching program and expects to be formally operating an internal carpool program by the end of December 2004.

Carpooling

Lesley University will commit to implementing a 33 percent reduction in parking fees for carpools with 2 riders and a 50 percent reduction for 3 or more car pool participants by the end of January 2005. In addition Lesley will develop a Ridesharing Policy.

Preferential Parking

Lesley University will designate and sign up to 10 percent of daytime parking spaces as HOV based upon the number of Lesley community members who participate in the ridesharing program mentioned above. The University will commence this incentive once the Carpool/Rideshare policy is in place. The University will sign additional carpool spaces on an as needed basis up to 10 percent.

Guaranteed Ride Home Program

Lesley University will commit to implementing a Guaranteed Ride Home for its “community members” who rideshare. The University will commence this incentive once the Carpool/Rideshare policy and the Guaranteed Ride Home policy is in place. Lesley University will send the PTDM Officer its Rideshare and GRH policy.

Bike Racks

Lesley has ordered four new 9 stall bicycle racks at \$500 per rack. When the racks are installed at both Cambridge campuses, Lesley University will notify the PTDM Officer of the specific locations.

Zipcar

Lesley University participation in the Zipcar program is limited to the provision of parking spaces. We will commit to further discussions with Zipcar regarding their discount programs.

Office of Workforce Development Commitment

Lesley supports the Workforce Development Program through its Community Outreach manager in the Office of Human Resources and the program manager for Lesley’s Summer Teen Employment Program (STEP). Three Cambridge teenagers found work this summer. Teen job programs have been in existence at Lesley for many years.

In order to move toward a possible further reduction in SOV and increase its walk and bicycling modes, Lesley University is committed to working with the Cambridge Office of Workforce Development to identify additional Cambridge residents who may qualify for job opportunities at Lesley. Currently 15 percent of Lesley University employees live in Cambridge.

Monitoring and Reporting Plan

- Lesley University will conduct annual student and employee parking and transportation surveys in accordance with the Mass. Department of Environmental Protection’s Rideshare program.
- Lesley University will provide annual monitoring reports that will include information where students and employees park and the cost of their permit.
- Lesley will conduct driveway and parking utilization counts every other year.

Conclusion:

Lesley presently offers a variety of incentives and disincentives that encourage our faculty, staff and students to utilize alternative forms of transportation. In particular, the free parking incentive Lesley offers at the two MBTA parking garages is both unique and successful. According to the survey 9.5 percent of the respondent said they would “very likely” change their commute if this program was expanded to include employees at the Alewife and Quincy Adams MBTA stations. The expansion of this type of program shows Lesley is committed to reducing the number of single occupant vehicles that come to Cambridge.

As we move forward with the implementation of the new and additional incentives outlined in this PTDM Plan we believe these additional programs and incentives will reduce the number of single occupant vehicles that come into our campus and thus move us toward our SOV goal commitment.

Corporate Officer Parking Certification

“I hereby certify that a commercial parking permit has been obtained for each space being used for commercial parking. None of the other existing or proposed parking spaces are being used has been or will be available as commercial parking spaces until a commercial parking permit has been obtained”.

James J. Holmes
Director of Security
Lesley University

Date

Appendix